

FOCUS: Good Government

Strategies for the Year:

Improved Customer Service - Position the City to provide the highest level of customer service to city residents and the community at large.

Prepared Workforce - Enable and support the development of a prepared and successful employee workforce that is aligned with the organizational priorities.

Fiscal Responsibility - Optimize and streamline organizational processes to ensure quality services and fiscal responsibility.

Project

Project: Team Powered Service (T-PS)

Description

Team-Powered Service is a process where employees from all levels of a department examine the way they do business on a daily basis, for the purpose of improving those practices, and ultimately delivering enhanced service to customers.

Accomplishments

Originally piloted in two library branches, Team-Powered Service, the City's customer service change initiative, is now underway in two city departments. Development Services and Operations are actively participating in T-PS using employee teams and direct customer input to implement operational changes to improve both internal and external service to customers.



Improved Customer Service

FOCUS: Good Government

Project

Develop an Enhanced Customer Service Plan
• **Constituent Relationship Management**

Description

To assist in both understanding the needs of constituents and providing service to customers and citizens, the city has implemented a Constituent Relationship Management (CRM) software. The first stage of the project, titled STAR (Shared Tracking Assignment and Review) is a limited pilot program.

Accomplishments

The principle of STAR is committing to providing a timely, respectful and complete response to all constituent service requests, inquiries and comments. Currently ten (10) departments and three (3) ward offices and the Mayor's office have participated in the initial pilot program. Managed by Information Technology, the pilot program is now being evaluated to provide data and needs assessment for implementation of a full-fledged CRM system.



Improved Customer Service

FOCUS: Good Government

Project

Maintenance Management Program (MMP)

Description

The Maintenance Management Program (MMP) is a structured process to implement substantial improvement in the manner in which Operations and Maintenance (O&M) is performed at Tucson Water. The key to substantial improvement is application of a business-based approach to combine the most effective Organization that facilitates the people in what they do, the most efficient Practices that people use to perform their work, and appropriate Technology that supports the Practices and Organization. Tucson Water is implementing the MMP Pilot on the southwest side of the utility's service area to test and evaluate the concepts of reengineered business practices, multiskilled workers and teams, a streamlined organization with minimum administration, and new technology.

Accomplishments

The Pilot team has grasped the principles of maintenance management and its members are applying them as they go about their work. Although there has been a steep learning curve, familiarity is beginning to breed efficiencies. The pilot members have learned to use new technologies, upgraded existing offices, added fueling and water oil collection facilities, acquired new tools, tested new work practices, written hundreds of job plans (benchmark work orders), prototyped wireless laptops, conducted cross training on water system maintenance, accomplished 3 weeks of orientation training prior to start up and reduced work order backlog for new services installations – all while operating and maintaining the existing water system.



Improved Customer Service

FOCUS: Good Government

Project

Finance and Service Review Committee

Description

Develop a proposal for City services fees which is based upon the cost to deliver the service, as well as giving consideration to the relationship of the benefit of the service. Also, explore a policy that guarantees service delivery timeframes. Develop a collaborative process to educate and involve community members to assist with future decision-making on the variety of approaches to meet our financial challenges.

Accomplishments

The committee is meeting monthly with a projected timeframe to produce a report in January 2004. The committee is educating themselves on the problems associated with a large urban unincorporated population, and is exploring ways for our community to mitigate the problems.



Fiscal Responsibility

FOCUS: Good Government

Project

Develop an Enhanced Customer Service Plan

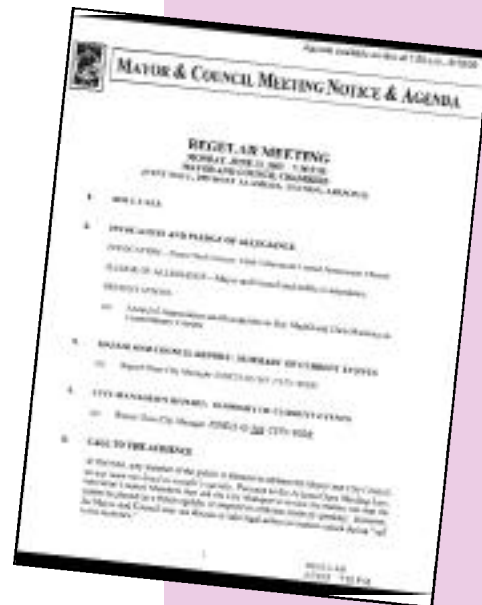
- Electronic Agenda

Description

An Electronic Mayor and City Council Agenda for the City of Tucson can: 1) Provide a quick and easy way for citizens and staff to access information related to M&C meetings, 2) Improve storage and retrieval of current and past M&C meeting material, 3) Eliminate the need to copy and keep track of volumes of paper, and 4) Significantly reduce the budget.

Accomplishments

In July of 2002, the Agenda Office launched an Intranet site, which for the first time provided the Mayor and Council Meeting Agendas and all related material, electronically. Mayor and Council and staff were given an opportunity to use the site and comment prior to finalizing the site and ultimately linking a modified version to the Internet (providing public access). In October 2002, the final site was launched and the hard copy distribution of paper-agendas was reduced from 80 packets per week to 15 per week. For the remaining 8 months of the fiscal year, we were able to achieve actual savings of \$32,000. Annualized this savings should grow to \$48,000 (96% of the original estimate of \$50,000). The final cost of implementation was approximately \$12,000.



Agenda available on-line at 7:00 p.m. 10/20/02

MAYOR & COUNCIL MEETING NOTICE & AGENDA

STUDY SESSION
MAYOR AND COUNCIL CHAMBERS - CITY HALL
100 W. GARDNER, TUCSON, AZ
MONDAY, JUNE 12, 2002
7:00 P.M.

ESTIMATED DURATION	TOPICS	COMMENTS
30 min.	1. Report from Mayor's Office - Tucson Area Public Library (Continued from the meeting of 6/11/02) - Citywide & Council (10) 6/11/02-6/12/02	REPORTING/COMMISSION
30 min.	2. Hearing the Mayor's Office at 10:00 and 11:00 (6/11/02) - Citywide & Council (10) 6/11/02-6/12/02	REPORTING/COMMISSION
30 min.	3. Hearing the Mayor's Office at 11:00 and 12:00 (6/11/02) - Citywide & Council (10) 6/11/02-6/12/02	REPORTING/COMMISSION
1:00	4. Public Hearing of the Mayor's Office Management Committee Recommendation on the Mayor's Office (Citywide) 6/11/02-6/12/02	REPORTING/COMMISSION
30 min.	5. Public Hearing of the Mayor's Office on the Mayor's Office (Citywide) 6/11/02-6/12/02	REPORTING/COMMISSION
30 min.	6. Mayor's Office Recommendation on the Mayor's Office (Citywide) 6/11/02-6/12/02	REPORTING/COMMISSION
1:00	7. Mayor's Office Recommendation on the Mayor's Office (Citywide) 6/11/02-6/12/02	REPORTING/COMMISSION

Improved Customer Service

FOCUS: Good Government

Project

City of Tucson Communications Plan - Employee

- Town Halls
- Budget Forums
- Intranet

Description

This is a multi-year project to develop and refine information sharing with City employees. Information tools include employee town halls, budget forums, Keene on Tucson, and the employee intranet. The goal is an environment where employees feel two-way communication is encouraged and valued.

Accomplishments

Over 500 employees attended 16 townhalls in the Summer of 2002. During the fall, the City Manager engaged employees in the budget discussion through a series of budget forums. Published bi-weekly, Keene on Tucson gives employees an opportunity to hear directly from the City Manager on critical city issues. The City's Intranet is a forum for announcements and a repository for current information useful to employees.



Improved Customer Service

FOCUS: Good Government

Project

City of Tucson Communications Plan - Public

Description

The City is working to improve how city employees communicate to the public on important issues.

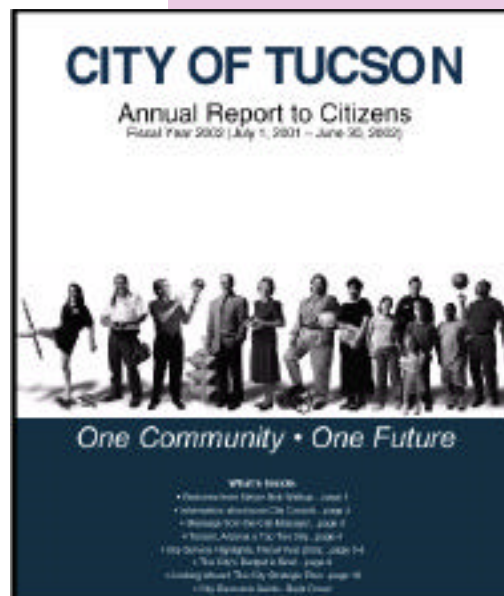
To ensure timely, professional and responsive service, an internal team is reviewing and will recommend City wide policies and procedures changes for interacting with the public. This includes all contacts from routine service provision and constituent initiated contacts.

Accomplishments

Budget presentations at Mayor and Council have been made easily accessible to the public via the Internet. A public Budget Forum was available at the City's website and generated ongoing conversations.

The (CRM) Constituent Relationship Management Strategy Team is involved in an ongoing examination of policy and procedures.

The first City of Tucson Annual Report to Citizens was distributed to constituents in September 2002 through publication in local newspaper. This report highlighted City accomplishments for Fiscal Year 2002.



Improved Customer Service

FOCUS: Good Government

Project

OPIS (Online Procurement Integration System)

Description

OPIS is a citywide online procurement system utilized by City customers, contractors and the Department of Procurement. It has been productional since March 2001. Post-pilot department rollout began October 2002 and is on schedule for completion in October 2003. Over 15,000 contractors use the system to self-register and access purchase orders. To date, 75% of City departments submit and approve requisitions electronically, place direct orders on-line from established requirements contracts and access procurement information directly. Customers submit orders directly to contractors without going through the Procurement Department.

Accomplishments

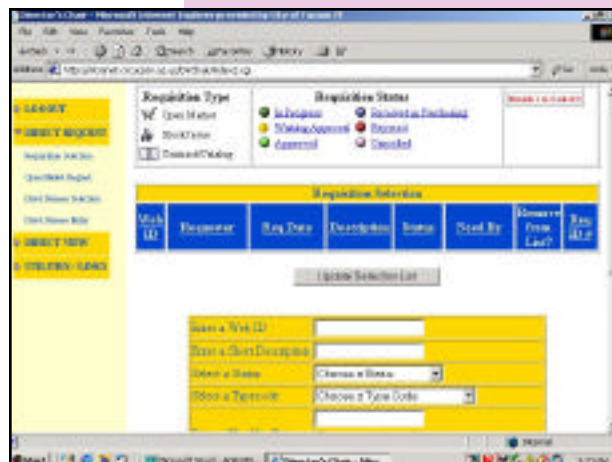
The OPIS Project Team has implemented the OPIS system throughout the City, has trained over 500 OPIS users and has developed customized system and procedures manuals without utilizing the services of a consultant or the contractor.

Procurement has over 580 online annual requirements contracts, over 20 of which have been put in place since 7/1/02.

High ratings on customer satisfaction were achieved on a survey related to OPIS training and materials. Results = 9.78% and 9.70%, respectively, on a scale of 1-10 (10=high).



National Purchasing Institute's
Procurement Excellence Award
Recipient
Past 8 Years (1996 – 2003))



Optimize and streamline organizational processes...

FOCUS: Good Government

Project

Downtown Heating and Cooling Plant

Description

The first phase will distribute steam, hot and/or chilled water from a central plant located at the Tucson Convention Center (TCC), to Police and Fire Headquarters, as well as to the TCC, through a looped network of underground pipelines. Energy will be extracted at the buildings for space heating and/or cooling and hot water needs, and return pipes will bring the water back to the central plant where it will be heated or cooled again. District heating and cooling precludes the need for boilers and refrigeration equipment in individual buildings, resulting in lower capital, energy, and operation and maintenance costs.

Accomplishments

The first phase of the Project was completed and commercial operation began in January 2003. In addition to the benefits listed, the plant also provides complete electrical power for the Police and Fire Headquarters. This provides added security for the two headquarters buildings by making them not affected by any electrical power outages either locally or from the regional electrical grid.



...ensure quality services and fiscal responsibility.

FOCUS: Good Government

Project

Budget & Finance

- Budget Presentation and Adoption
- Bond Rating

Description

Budget Presentation:

Create a Budget Document that acts as a policy document, an operations guide, a financial plan, and a communication device.

Budget Adoption:

Close \$43 million dollar deficit and adopt FY 2004 Budget in partnership with Mayor, City Council, Community and Employees.

Bond Rating:

Maintain General Obligation Bond Rating of "Aa" from Moody's and "AA" from Standard and Poors

Accomplishments

Budget Presentation:

The Government Finance Officer's Association presented the City of Tucson with an Award for Distinguished Budget Presentation.

Budget Adoption:

Work sessions were conducted with the Mayor and Council, presenting "trial budgets" of the revenue and expenditure options. These options were also shared in meetings with Citizens. On April 28, 2003, the Mayor and Council adopted the \$957.8 million Fiscal Year 2004 budget, completely closing the budget deficit.

Excellence in Financial Reporting:

The City received a Certificate of Achievement for Excellence in Financial Reporting, for the 20th consecutive year.

Bond Rating:

Aa and AA ratings were awarded.



Fiscal responsibility